ECJ4-JPO
AFRICAN FUELS INITIATIVE (AFI)
AND EUCOM TRANSFORMATION BRIEF

EUCOM JPO POLCON
Camp Darby, IT
15 APR 04

THIS BRIEFING IS UNCLASSIFIED

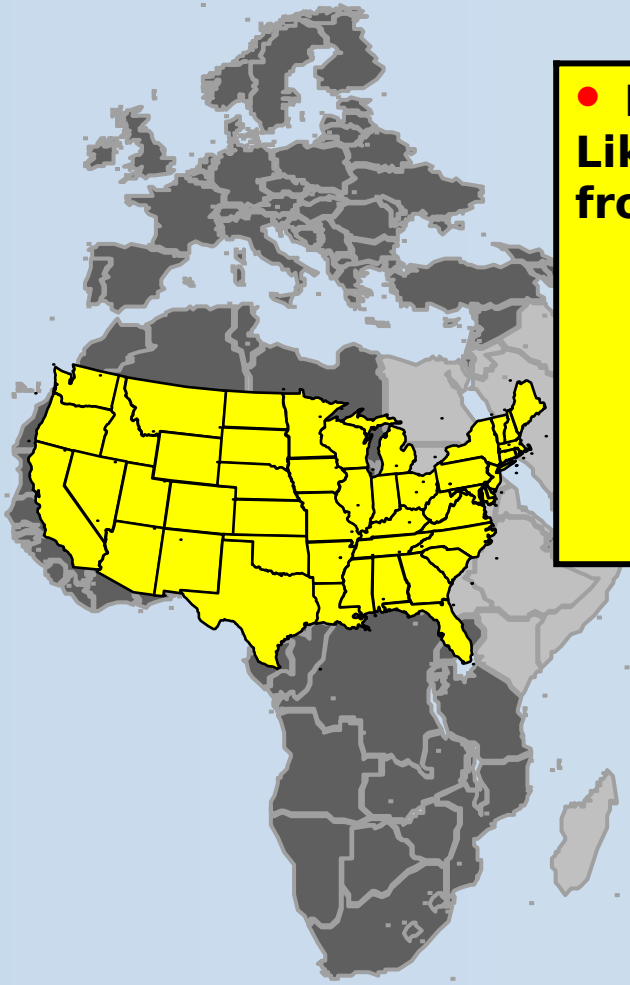
Africa is Huge!

"It's a small world, but I'd hate to have to paint it!"

Africa

Regional Challenges

- Limited infrastructure.
- Inconsistent contractor capabilities.
- Competition for limited stocks.
- Resupply difficult - tyranny of distance.
- Additization concerns - No JP-8, only JETA-1.



Fuel Requirements

- Requirements based on “Most Likely” NEO/HUMRO scenario from component submissions.
  - Surge: 192,320 USG available within 48 hrs of notice
  - Daily susainment: 138,320 USG for up to 30 days

Basing Requirements

- Technical Arrangements.
- Exercise Reception Facilities.

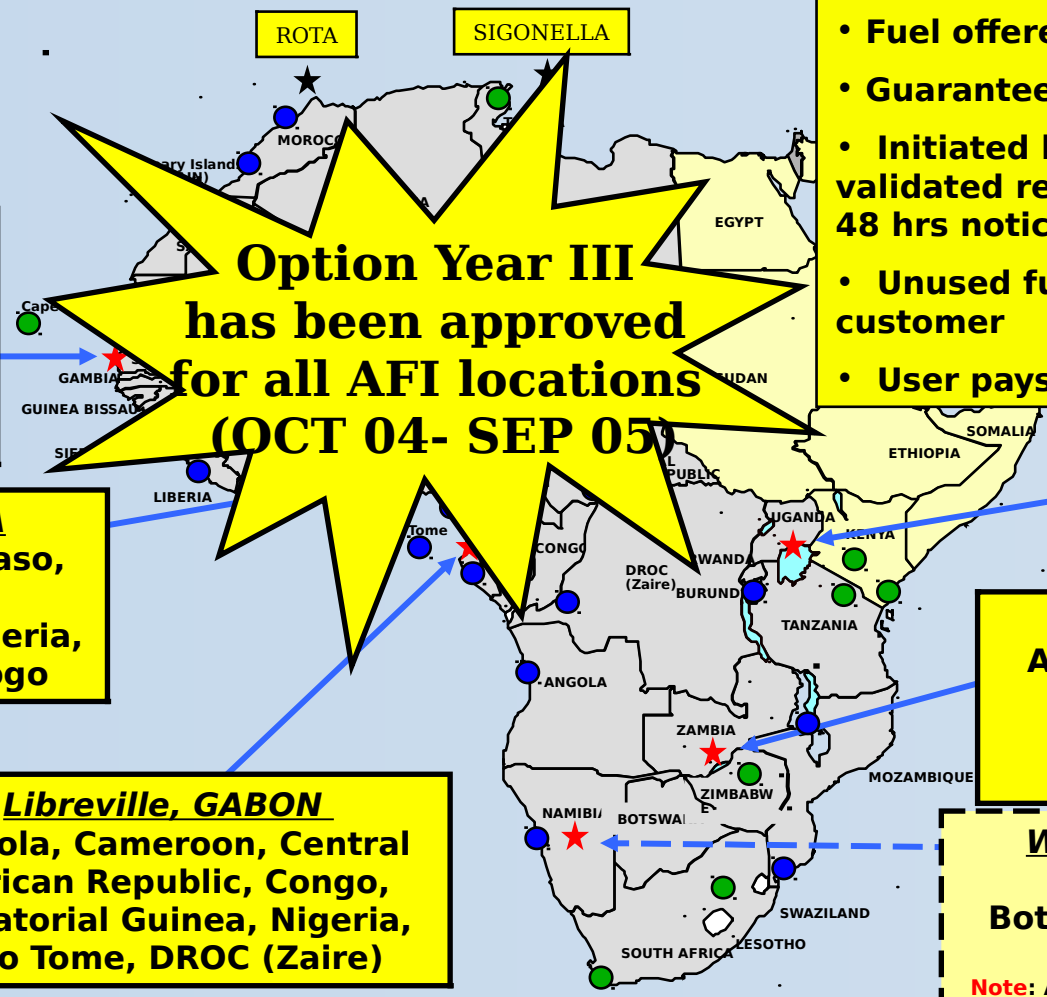
AFI Concept

BRIDGERS:
- INTO-PLANE
- AVCARD

AFI contract tenets:

- Fuel offered is Jet A-1 w/o FSII
- Guaranteed quality & quantity
- Initiated by JPO based on a validated requirement; requires min. 48 hrs notice to ramp up
- Unused fuel could be charged to customer
- User pays standard price

Option Year III has been approved for all AFI locations (OCT 04- SEP 05)



Dakar, SENEGAL
Cape Verde, The Gambia, Guinea, Guinea-Bissau, Mali, Mauritania, Sierra Leone, Western Sahara

Accra, GHANA
Benin, Burkina Faso, Ghana, Cote D' Ivoire, Liberia, Mali, Nigeria, Togo

Libreville, GABON
Angola, Cameroon, Central African Republic, Congo, Equatorial Guinea, Nigeria, Sao Tome, DROC (Zaire)

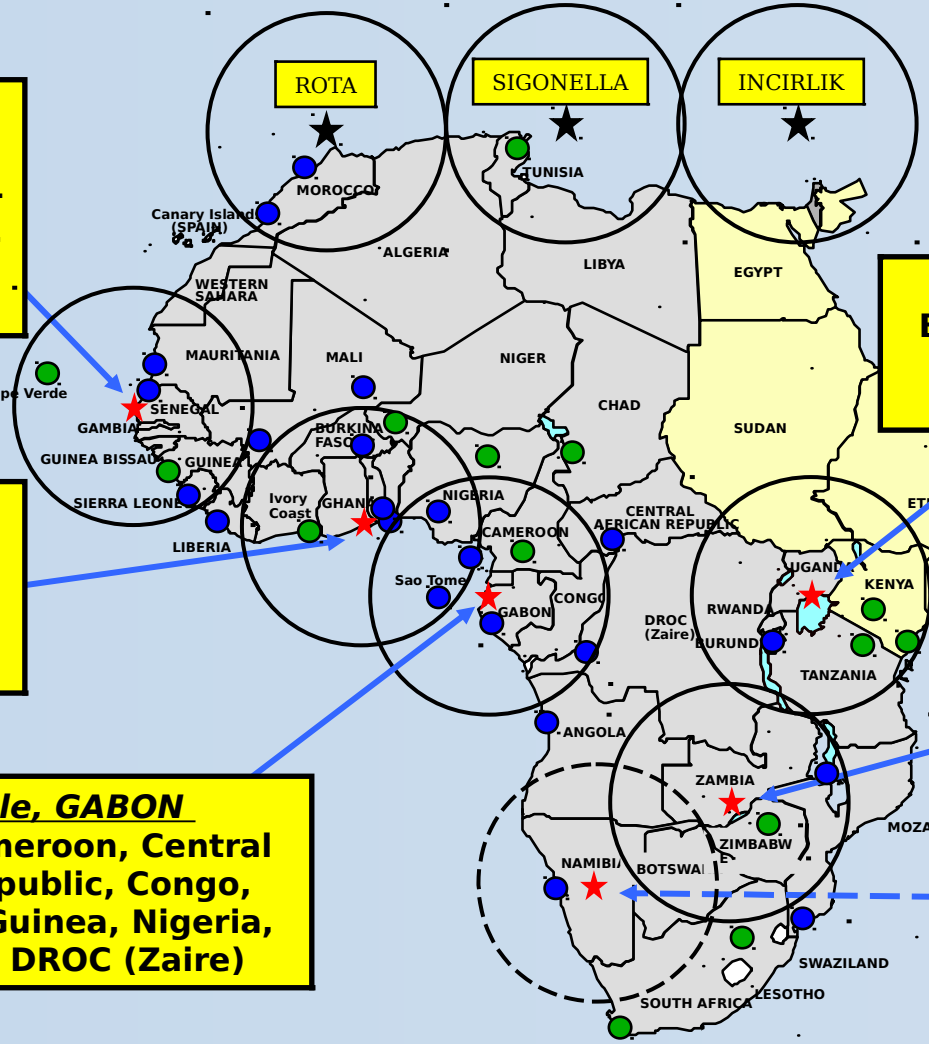
Entebbe, UGANDA
Burundi, CAR, DROC, Kenya, Rwanda, Tanzania.

Lusaka, ZAMBIA
Angola, Botswana, DROC, Malawi, Mozambique, Namibia, South Africa, Zimbabwe

Windhoek, NAMIBIA
Namibia, Angola, Botswana, South Africa, Zambia
Note: Although not a true AFI location, supports w/ Into-plane contract.

PURPOSE: Ensure fuel availability in Africa to support EUCOM operations.

500NM - Out & Back



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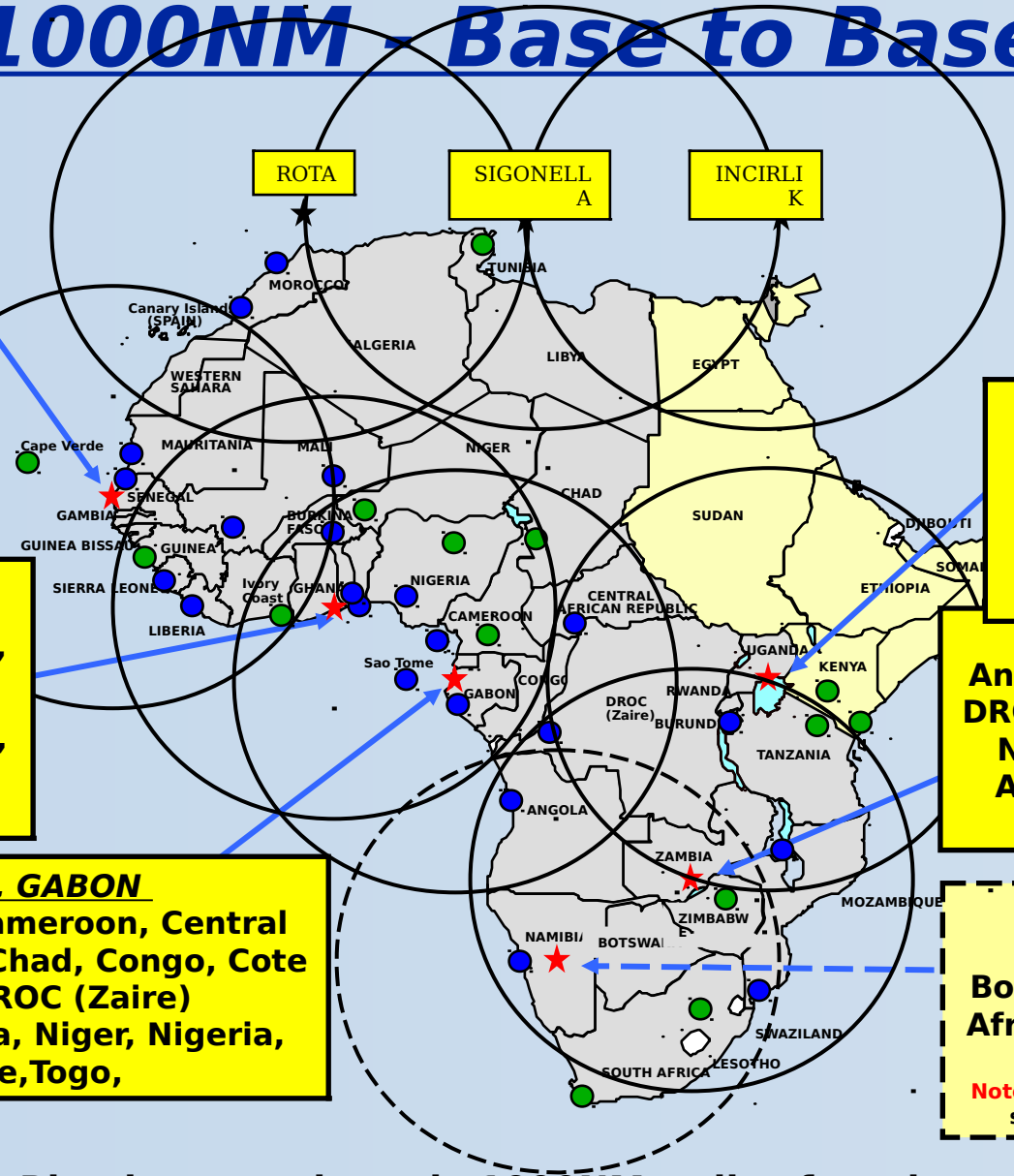
NOTE: Rings represent a point approximately 500NM from base.

1000NM - Base to Base



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Namibia, Angola, Botswana, Lesotho, South Africa, Swaziland, Zambia, Zimbabwe
Note: Although not a true AFI location, supports w/ Into-plane contract.

NOTE: Ring is approximately 1000NM radius from base- leap frog concept.

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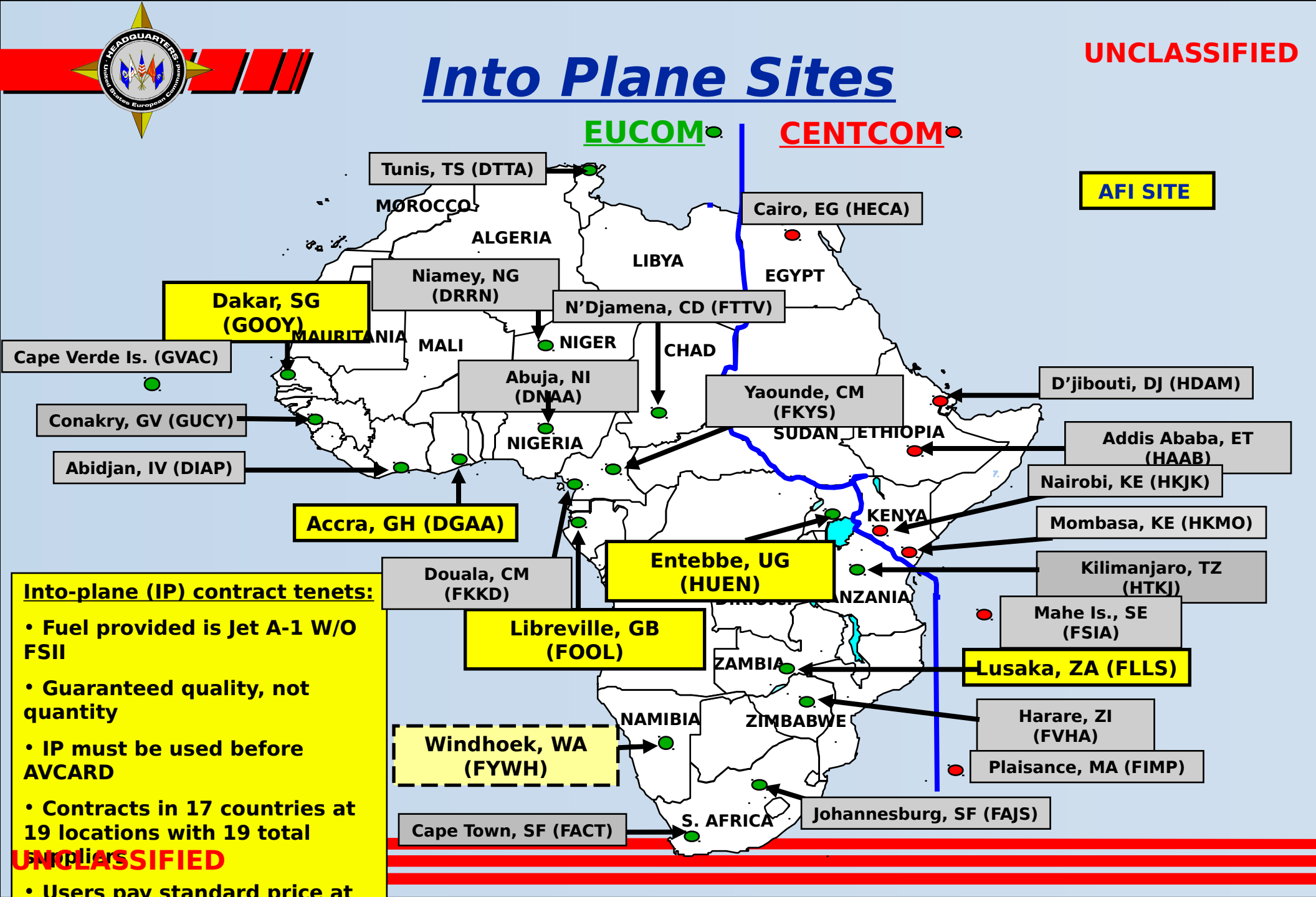
Into Plane Sites



Into-plane (IP) contract tenets:

- **Fuel provided is Jet A-1 W/O FSII**
- **Guaranteed quality, not quantity**
- **IP must be used before AVCARD**
- **Contracts in 17 countries at 19 locations with 19 total suppliers**
- **Users pay standard price at**

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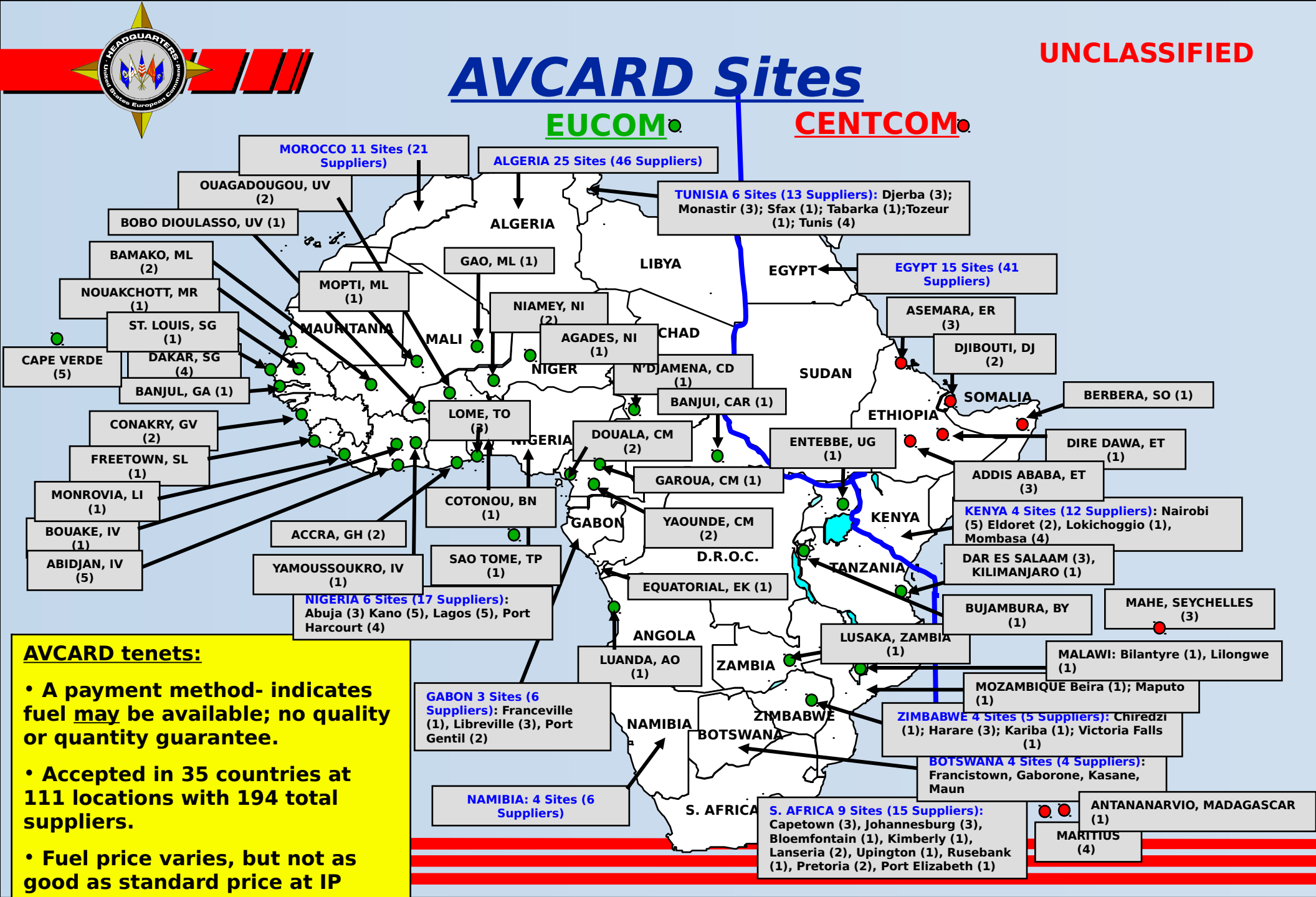
AVCARD Sites



AVCARD tenets:

- **A payment method- indicates fuel may be available; no quality or quantity guarantee.**
- **Accepted in 35 countries at 111 locations with 194 total suppliers.**
- **Fuel price varies, but not as good as standard price at IP**

Africa Fuel Contracts

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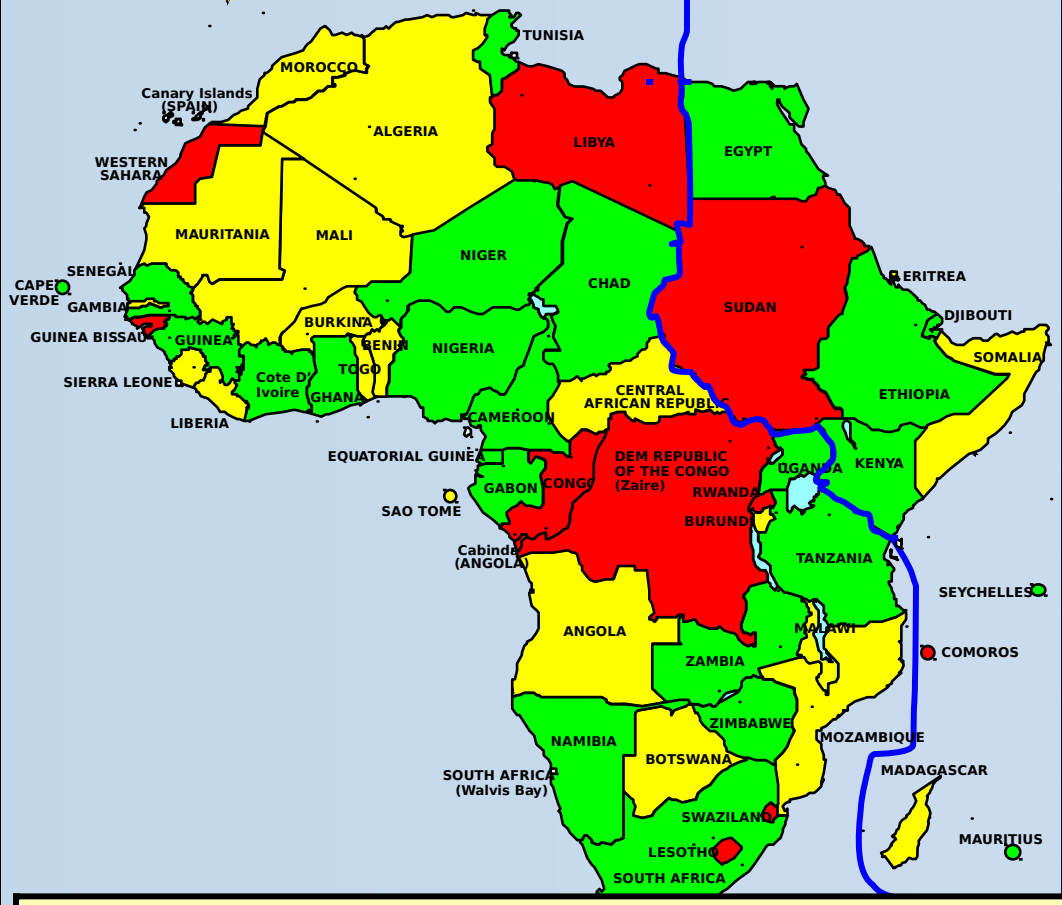

- 17 COUNTRIES W/ 19 TOTAL INTO PLANE SITES
- 18 COUNTRIES W/ONLY AVCARD
- 8 COUNTRIES W/O FUEL CONTRACTS
- \+ Number = AVCARD LOCATIONS (111 Total)
- (X) = Total Providers (194 Total)

AFRICAN NATIONS IN EUCOM & CENTCOM AOR		
Algeria +25 (46)	Lesotho	Tunisia 1+6(13)
Angola +1 (1)	Liberia +1 (1)	A Uganda 1+1 (1)
Benin +1 (1)	Libya	A West Sahara
Botswana +4 (4)	Malawi +2 (2)	Zambia 1+1 (1)
Burkina Faso +2 (3)	Mali +3 (4)	Zimb. 1+4 (5)
Burundi +1 (1)	Mauritania +1 (1)	
Cameroon 2 +3 (5)	Morocco +11 (21)	
Cape Verde 1 +3 (5)	Mozamb. +2 (2)	CENTCOM
Cntrl AF Rep +1 (1)	Namibia 1 +4 (6)	Djibouti 1+1 (2)
Chad 1 +1 (1)	Niger 1 +2 (3)	Egypt 1+15 (41)
Congo	A Nigeria 1 + 4 (17)	Eritrea +1 (3)
A Congo (DROC)	Rwanda	Ethiop. 1 +2 (4)
vory Coast 1+ 3 (7)	Sao Tome +1 (1)	Kenya 2+4 (12)
q. Guinea +1 (1)	Senegal 1 + 2 (5)	Madag. +1 (1)
Gabon 1 + 3 (6)	Sierra Leone+1 (1)	Mauritius1+2 (4)
The Gambia 1 (2)	S. Africa 2 + 9	Seychel 1+3

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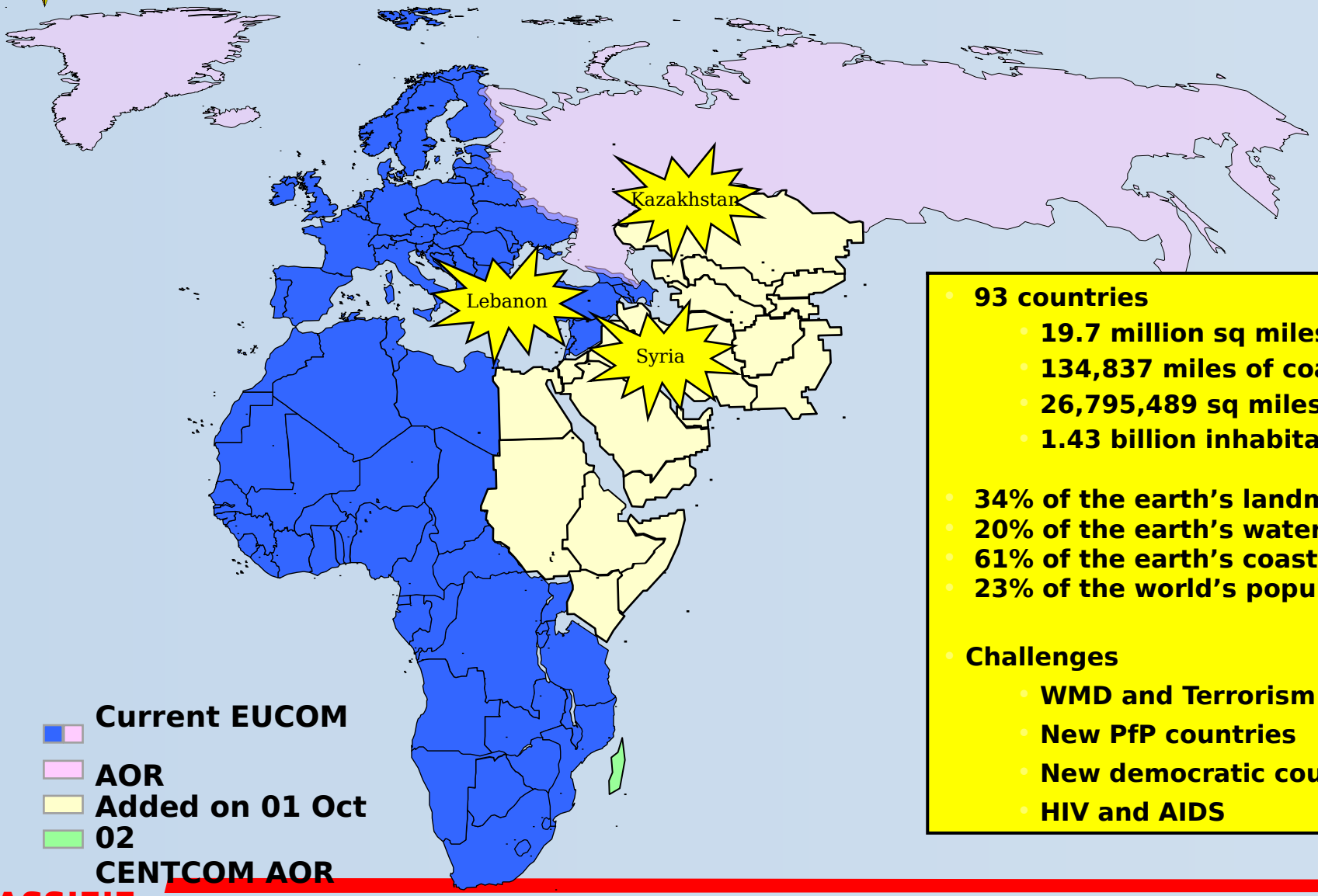
“Now, for the rest of the story…”

Paul Harvey

…EUCOM Transformation

EUCOM's Strategic Environment



- 93 countries
  - 19.7 million sq miles of land
  - 134,837 miles of coastline
  - 26,795,489 sq miles of water
  - 1.43 billion inhabitants
- 34% of the earth's landmass
- 20% of the earth's water
- 61% of the earth's coastline
- 23% of the world's population
- Challenges
  - WMD and Terrorism
  - New PfP countries
  - New democratic countries
  - HIV and AIDS

EUCOM Transformation Mission

When directed, USEUCOM HQ and component commands will transform its military forces, C2 architecture and operating support infrastructure in order to strengthen combined / joint warfighting capabilities, prosecute the War on Terrorism, facilitate successful Theater Security Cooperation activities, lead NATO Transformation and maintain a force trained for peace or war and ready to defeat adversaries or support other global requirements as necessary.

Commander's Priorities

- Defend the Homeland by denying terrorist sanctuaries and supporting regional allies
- Transform EUCOM to meet the new Geo/Political environment
  - Flexible, AOR-wide infrastructure network
  - Expeditionary, lean forces w/ a fully capable command structure
- Focused U.S. leadership to:
  - Ensure NATO primacy
  - Reinforce the transatlantic link
  - Improve security by applying a comprehensive Theatre Security Cooperation (TSC) strategy throughout the AOR

Theater Strategic Objectives

Defend the Homeland

- Deny terrorists sanctuary
- Prevent terrorist use of LOCs
- Help partner nations eliminate ungoverned spaces
- Develop and disseminate terrorist threat information; share with allies

Promote Security and Deter Aggression

- Strengthen NATO
- Support other regional security organizations
- Protect international LOCs
- Respond to humanitarian crises
- Prevent proliferation of CBRNE
- Comply with treaties US has signed -- monitor others' compliance

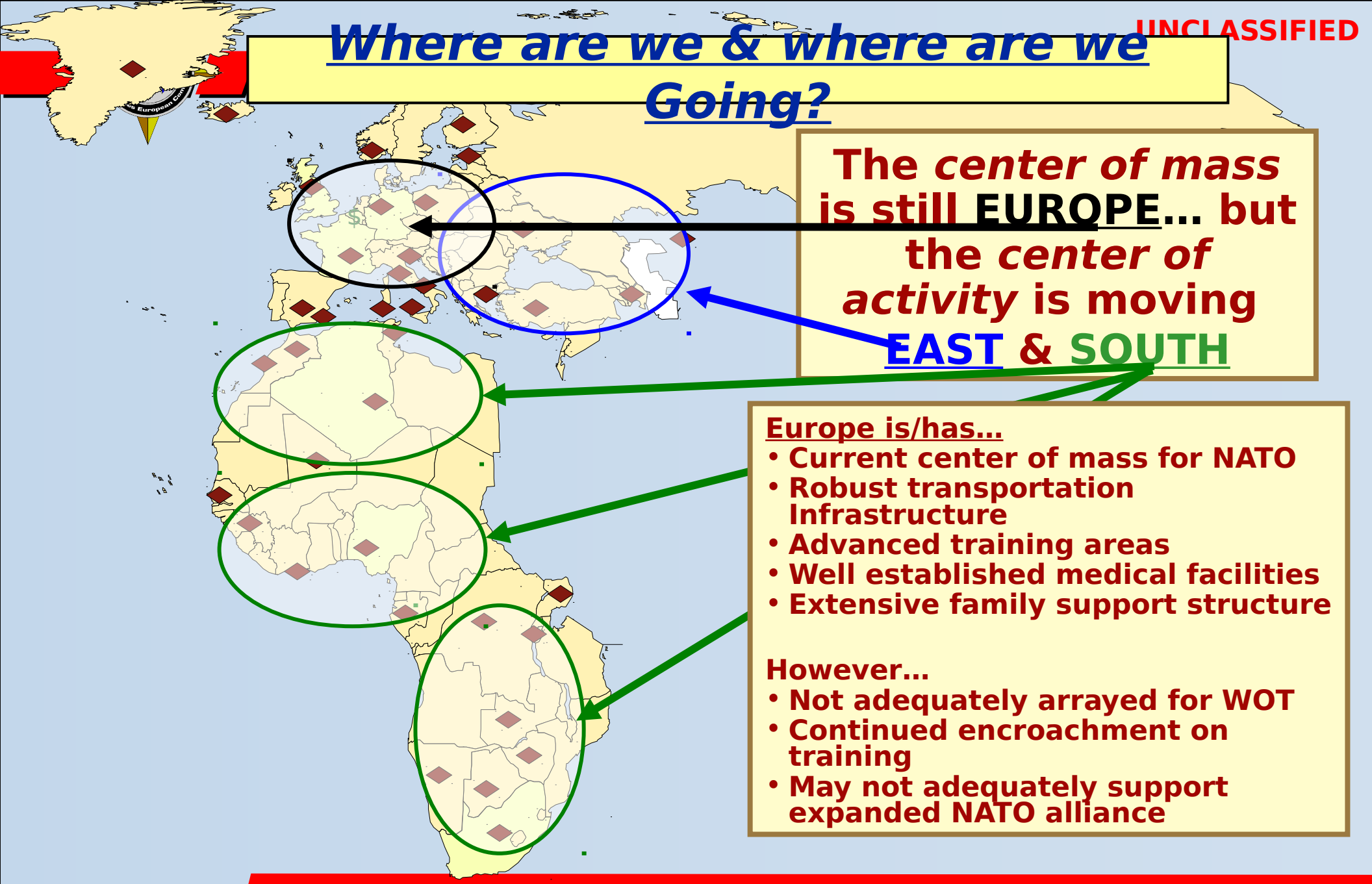
Ensure Military Superiority

- Transform EUCOM C2 & Intelligence
- Increase strategic agility of US forces
- Improve interoperability with allies and partners as US forces transform
- Identify operational requirements; evaluate fielded innovations
- Protect and take care of [illegible] their families
- Innovate based on EUCOM experience

Fight and Win the Nation's Wars

- Maintain high EUCOM readiness to conduct multiple, simultaneous contingencies and if necessary, win decisively
- When directed, eliminate a particular terrorist threat
- Optimize & transform EUCOM training
- Improve basing network

Where are we & where are we Going?



The *center of mass* is still EUROPE… but the *center of activity* is moving EAST & SOUTH

Europe is/has…

- Current center of mass for NATO
- Robust transportation Infrastructure
- Advanced training areas
- Well established medical facilities
- Extensive family support structure

However…

- Not adequately arrayed for WOT
- Continued encroachment on training
- May not adequately support expanded NATO alliance

How will Transformation Occur?

Phase 1: Planning (ends with decision to execute at a specific location)

- Concept feasibility
- Validate operating locations
- Site Surveys and Assessments
- HN, regional, and international Outreach in order to gain access and consensus
- Establish IOC / FOC criteria (tasks, objectives, wargaming)

Phase 2: Establish initial operating capabilities (ends when IOC)

- Resource re-allocation / reprogramming
- Initial infrastructure in place
- Installation: integrated vulnerability assessment
- Establish agreements (MOU / MOA / Host Nation)

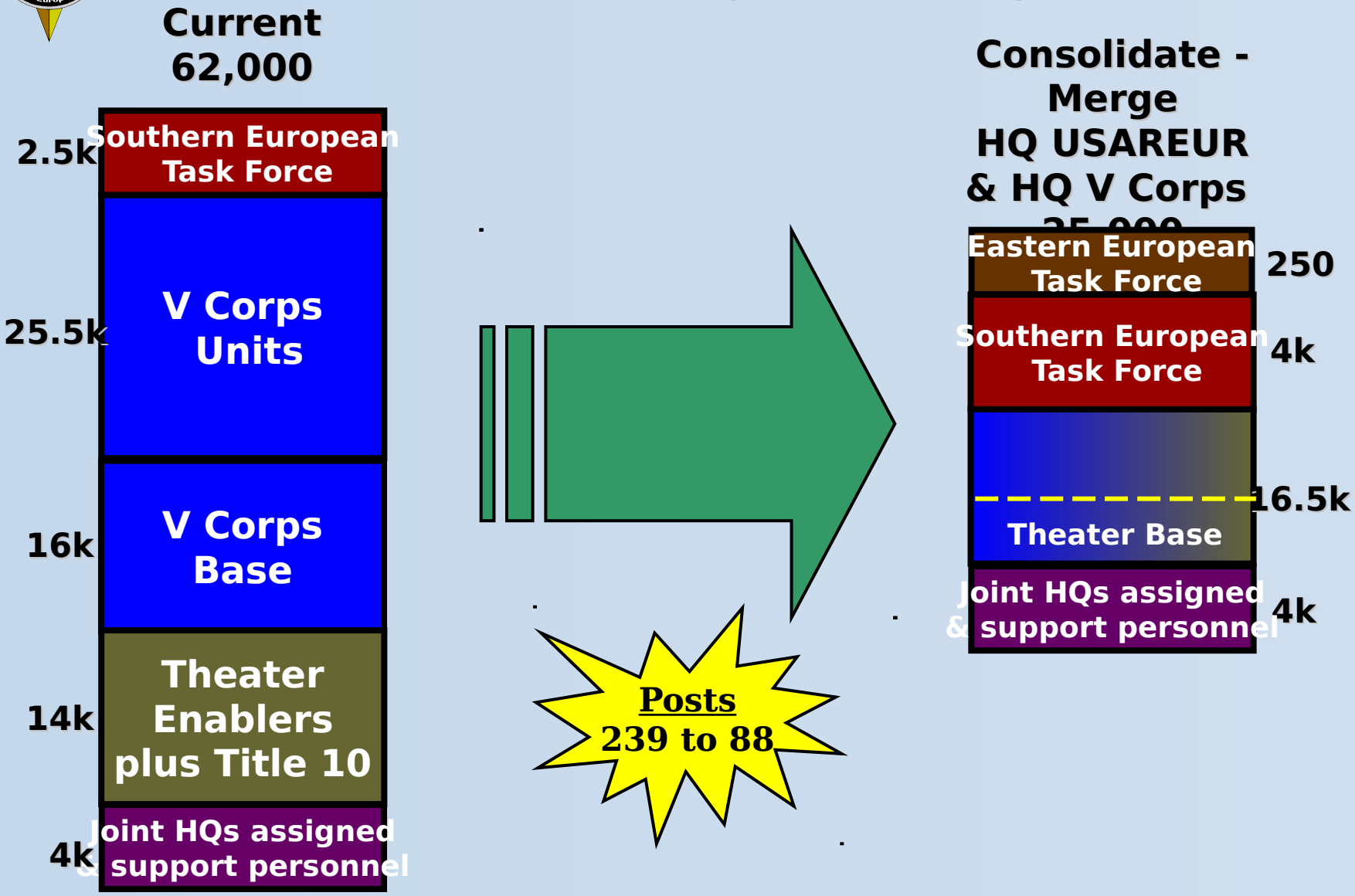
Phase 3: Establish full operational capabilities (ends when FOC)

- Finalize necessary agreements
- All required infrastructure in place (executing POM dollars)
- Forces in place and operational / mission capable (as appropriate)

Phase 4: Assess and refine FOC (ongoing - event driven)

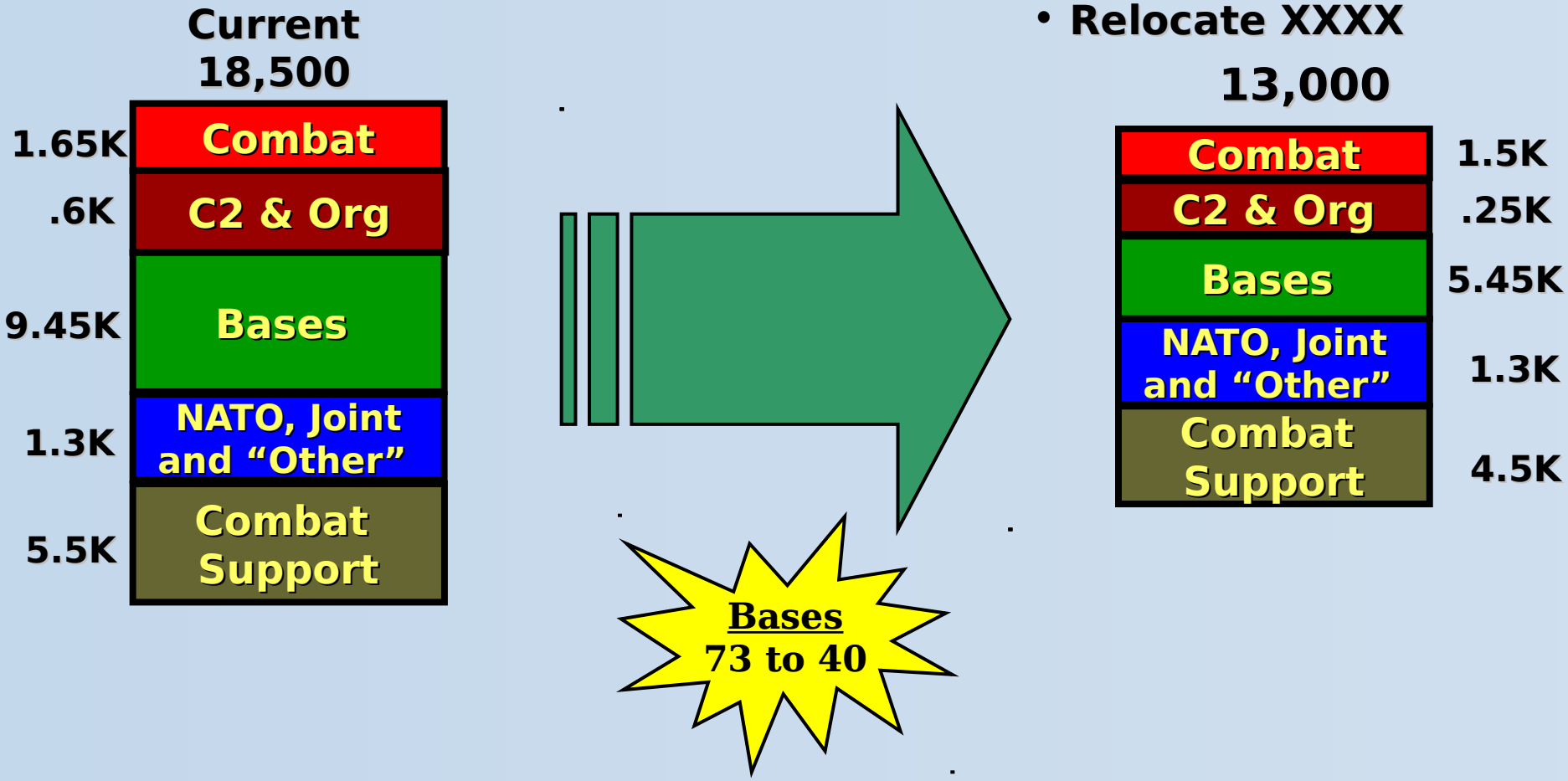
- Review and refine locations, criteria, agreements, infrastructure, and forces

USAREUR Right Sizing



NAVEUR Right Sizing

- Close / streamline Bases
- Relocate XXXX



USAFE Right Sizing

Current
29,700

- 6.2K — C2 & Org
- 5.5K — Bases & Nuclear Weapons Storage Sites
- 18k — Wing Consolidation & Downsize

Bases
179 to 114

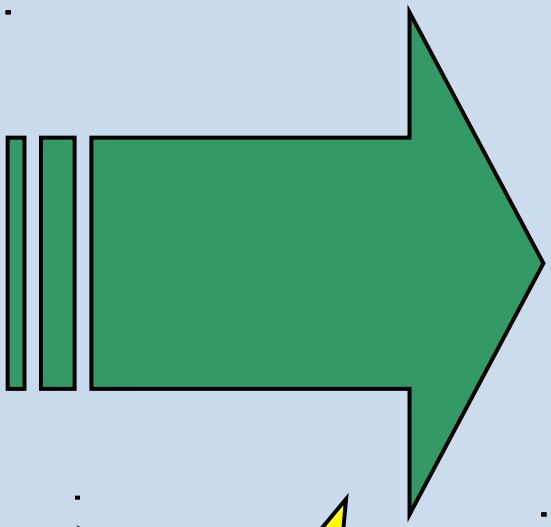
Streamline
4 Wings
Move F16CJ sqdrns
from X to X
28,000

- C2 & Org — 6k
- Bases & Nuclear Weapons Storage Sites — 4k
- Wing Consolidation & Downsize — 17.5k

SOCEUR Right Sizing

Current
1,900

1020	352nd SOG
230	NSWU 2
420	1st BN 10th SF GRP
230	HQ SOCEUR & SIG DETACH



Posts
NA

End State
2,500

1st BN 3rd SFG	400
160th MH-47E CO	100
352 SOG	1020
NSWU 2/10	230
1st BN 10th SFG	420
HQ SOCEUR, SIG DETACH, JSOTF, JSOACC	330

Why is EUCOM Transformation Important to You/Us?

- Paints the picture on where we as Services, HQs, Components and a Nation are headed.
- Describes how we'll use forces to fight the next fight.
- Brings greater emphasis & importance to the parallel planning process required to execute Transformation.

What do you need to do?

- Get on board- the train ain't stopping.
- Get in bed/stay in bed with your planners- give them first class POL advice.
- Understand where you/your units/your command fit into the big picture.
- Communicate w/ the JPO:
  - What is your command's concept of support?
  - Provide JPO your plan!
  - WHAT ARE YOUR REQUIRMENTS!!!!!!!!!!!!!!!!

What Changes?

- At this time the requirements process will remain the same.
- As/if JTFs stand up, requirements will come via JTFs.